

UNCLAS

Harry's marching
order.

Our purpose is the avoidance of surprise on important foreign developments of any sort. In this warning context you should:

1. Alert NIO/W to:

- important developments or larger implications of developments that are being overlooked or not fully brought out in current publications.
- analytic presentation in these publications that does not call attention to reasonable, but less likely, alternate short-term outcomes of a threatening nature.
- situations that justify consideration of an alert memorandum.

2. Develop for NIO/W alternate hypotheses on the course of major developments. This does not mean devil's advocacy, or taking the contrary line for its own sake. It does mean speculation, and carrying analysis further than evidence can fully sustain it. It also means bringing out the less probable but more worrisome potentials in an emerging situation. And it means aggressive skepticism in the face of too comfortable an acceptance of conventional wisdom.

3. Review methodologies for more structured examination of alternative outcomes by political analysts. Where it does not conflict with existing or projected programs, make recommendations for training programs, contracts, etc.

4. On occasion assist NIO/W with preparation of alert and "trends" memoranda.

To the extent that SWS becomes more focused on the larger problems threatening general war and on its new research mission, I would hope that its responsibilities with regard to these problems will be parallel to yours. In other words, your roles should be complementary, not competitive.

You should have access to a broad range of finished and raw intelligence. You should attend NIO monthly meetings. You are free to have informal discussions with NFAC analysts, under whatever guidelines are established by Office Directors, but you should not task them to prepare papers or do research. With NIOs, while informal exchange is desirable, you should be alert to avoid any suggestion of invasion of their turf. When you come to believe action by an NIO or an Office Director is required, your channel is to NIO/W or A/NIO/W.